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Understanding Disruption Through the Marketing Lens: Foundations, Frameworks, and Future Directions

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SCHOLARONE MANUSCRIPTS

Understanding Disruption Through the Marketing Lens: Foundations, Frameworks, and Future Directions

Abstract

Purpose: Disruption, long treated in marketing scholarship as an episodic departure from equilibrium, has become a permanent feature of the competitive landscape. This article lays the conceptual foundations for a marketing theory of persistent disruption, arguing that firms no longer experience disruption as isolated events with a clear before, during, and after, but instead operate continuously within overlapping, interacting disruptive forces- technological, geopolitical, ecological, and institutional.

Design/methodology/approach: We first reconceptualize disruption itself, proposing that the conventional exogenous-endogenous binary be extended into a feedback system in which a firm's response to one disruption becomes a source of disruption for others, with marketing positioned at the critical interface of this loop. Building on this, we develop a triadic framework- sensing, seizing, and shaping- to characterize marketing's role under persistent disruption, showing that these capabilities are disrupted simultaneously rather than sequentially, and introduce the Disruption-Marketing Response Matrix, a typology crossing disruption origin (endogenous/exogenous) with response domain (upstream/downstream) to identify underdeveloped theoretical territory. Drawing on the nine papers in this Special Issue, we also develop an integrated five-stage marketing reinvention framework spanning disruption recognition, stakeholder engagement, and agile operating models

Findings: We argue that emerging markets, with their institutional volatility and resource constraints, constitute an underutilized theoretical laboratory for understanding marketing under sustained disruption, and that new-age technologies (AI, generative AI, machine learning, extended reality, IoT, robotics, and blockchain) should be understood not as discretionary tools but as infrastructure that reconstitutes the marketing environment itself. Drawing on the nine contributions in this Special Issue, we distill seven theoretical implications spanning the persistence of disruption, the feedback-based collapse of the exogenous-endogenous distinction, the simultaneous disruption of dynamic marketing capabilities, the diagnostic value of the Response Matrix, emerging markets as theory-generating contexts, technology as infrastructure, and marketing's expanding role in societal value creation.

Practical implications
The article presents a Disruption–Response Action Matrix that helps managers diagnose disruption types, assess sensing, seizing, and shaping capabilities, prioritize capability investments, and guide marketing reinvention under persistent disruption.

Originality: The question facing academia and industry is not how to recover from disruption, but rather how to build the capabilities needed to function within it as a

European Journal of Marketing

permanent condition, given disruption is shown to becoming a constant phenomenon. Through this article (and this Special Issue), we offer that the aggregate effect of concurrent disruptions has created an environment that existing marketing theory does not fully cover. We see this as a call to develop new theoretical constructs that take the permanence of disruption as their starting point rather than their exception.

Keywords: Disruption-Marketing Response Matrix; Marketing Environment; Exogeneous and Endogeneous shocks; dynamic marketing capabilities; societal value creation; upstream/downstream; new age technologies.

1. Introduction

The (over)use of the term "disruption" in everyday parlance is unmistakable. These days, disruption has come to describe any change happening around us. The change can manifest through a person (e.g., a startup founder), a thing (e.g., a new technology), a phenomenon (e.g., social/cultural trends), or a new way of doing things (e.g., a new business model), among others. This is a newer understanding of disruption. In the earlier decades, disruption was often seen as the occasional, industry-specific disturbance caused by a new entrant or a breakthrough technology. This changed understanding of disruption is now firmly entrenched in management vocabulary and actively impacting the strategic thinking of organizations. Another aspect that has changed about disruption is that firms are not just managing disruption and returning to "normalcy". They are now operating inside it, all the time. In a way, it can be surmised that disruption itself has evolved, along with our understanding of it. So, the question facing academia and industry is not how to recover from disruption, but rather how to build the capabilities needed to function within it as a permanent condition.

This shift in how disruption is handled deserves careful conceptual attention. Recent academic research has approached disruption from multiple perspectives. For instance, from a supply chain viewpoint, disruption is viewed as "…unplanned and unanticipated events that disrupt the normal flow of goods and materials within a supply chain" (Craighead et al., 2007, p. 132). Examples of recent disruptions from an operational lens include the Red Sea shipping crisis that started in late 2023 and the ongoing Strait of Hormuz crisis. From a human resources perspective, disruption has been discussed in

European Journal of Marketing

relation to "…creating ambiguity and shifting priorities for individuals and organizations, which changes employees' perceptions of their work environment and conditions" (Kim et al., 2024, p. 88). Recent examples of human resource disruption include the remote working model triggered by the COVID-19 pandemic and the ongoing shift in workforce due to the emergence of new-age technologies (NATs). From a strategic perspective, a disruption has been characterized as any event, situation, or factor that changes market conditions and pressures stakeholders to adapt to the altered environment (Godart & Pistilli, 2024). Recent examples of such strategic disruptions include the phasing out of third-party cookies by web browsers (e.g., Safari and Firefox), which significantly impacted the digital advertising industry, and the Corporate Sustainability Reporting Directive (CSRD) in Europe that mandates standardized environmental, social, and governance (ESG) reporting. These are but three perspectives that academic research has studied disruption. The larger point is that disruption needs to be better understood and studied from a multi-pronged lens.

The above-mentioned discussion represents a nuanced departure from the traditional treatment of disruption in marketing and management research that viewed disruption as episodic (i.e., an event with a clear before, during, and after) (see Porter & Siggelkow, 2008; Tushman & Anderson, 1986). In such a context, when strategy is disrupted, firms respond, and organizational control is restored. While such a way of conceptualizing disruption management produced useful theory, it largely reflects an environment where disruptions arrive singularly and at intervals long enough to allow recovery and recalibration. That world no longer exists.

Instead, the current world reflects a state of persistent, overlapping disruption, wherein multiple forces (e.g., technology, geopolitics, ecology, epidemiology, etc.) operate and interact, creating an amplified version of the individual effects. Consider the COVID-19 pandemic. It did not merely disrupt supply chains. It accelerated the shift to digital commerce, restructured where people worked from, and triggered inflationary pressures that subsequently led to other geopolitical tensions. These were not discrete events. They arrived together (or in quick succession), and their interactions created a disruptive environment, markedly different from anything prior frameworks were designed to address.

European Journal of Marketing

The consequences of such changes for marketing are immense. Firms had to contend with multiple shocks concurrently. For instance, consumers started to closely examine the sourcing practices of companies during the pandemic. For companies, this meant that supply chain visibility was not merely an operations issue, but also a branding issue. Similarly, sustainability initiatives were no longer restricted to corporate reputation but also became a regulatory issue. Here, the Chief Marketing Officer's responsibility expanded further to include responsibilities that had previously belonged to other functions entirely. These changes apply to firms of all sizes and geographic presence, as technological disruption, infrastructure volatility, currency instability, and shifting regulatory environments impacted everyone, not only the major corporations.

Considering the reframed view of disruption, three notable aspects emerge that are of particular concern to this Special Issue. First, when disruption defines the default state of business rather than a special situation, traditional marketing tools such as annual brand tracking and forward-looking strategic plans (e.g., 3-year plans) become less relevant and reliable. This is because the old models assume a steady environment, which cannot be ensured now. Companies that were successful in navigating stressful times have done so by focusing on sensing changes quickly, seizing opportunities, and responding rapidly, rather than making long-term projections. Here, the development of detailed forward-looking plans gave way to fast recalibration methods. This is why understanding these adaptability skills and how marketing helps create them is key.

Second, disruption in marketing now comes from many angles. In the past, demand-side disruption was the most apparent and common (e.g., shifting consumer tastes, new consumer groups, or brands becoming outdated, etc.). But nowadays, firms also have to contend with supply-side disruption (e.g., regulatory changes, infrastructure changes, changes in the technology landscape, newer business models, etc.). For instance, Google's constant changes in its search algorithm influence how businesses bring in new customers. Similarly, Meta had to alter its ad targeting following Apple's privacy updates. Such changes force brands to quickly revamp their whole marketing strategy and digital plans. The current theories do not comprehensively address this issue.

Third, and perhaps the most critical aspect for marketing theory, persistent disruption does not hit every part of the marketing function equally or at the same speed.

European Journal of Marketing

Upstream aspects (i.e., product development, managing the innovation pipeline, and supply chain relationships) move differently and face unique constraints compared to downstream activities (i.e., customer communication, channel management, and brand experience). The extant literature does not comprehensively cover this difference in speed between upstream and downstream responses. Moreover, such differences significantly impact how firms should structure their marketing departments during disruptions.

Through this article (and this Special Issue), we offer that the aggregate effect of concurrent disruptions has created an environment that existing marketing theory does not fully cover. We see this as a call to develop new theoretical constructs that take the permanence of disruption as their starting point rather than their exception.

The purpose of this article is to lay the conceptual foundations for a marketing theory of persistent disruption. This article is organized as follows. Section 2 rethinks disruption itself by arguing that the nature of disruption (i.e., exogenous vs. endogenous) must be extended to account for the feedback dynamics. Section 3 develops a triadic framework, comprised of sensing, seizing, and shaping, to better identify marketing's role under disruption. The section also presents a typology of disruption forms against marketing response domains. Section 4 argues that the emerging markets literature underutilizes theoretical resources for understanding how firms can market effectively under persistent disruption. Section 5 presents the overview of the article and integrated marketing reinvention framework based on the articles included in this editorial. Section 6 presents theoretical implications and examines the role of NATs not as tools that marketers deploy, but as infrastructural forces that reconstitute the environment in which marketing Section 7 presents the managerial implications, followed by a conclusion section.

2. Rethinking Disruption

The concept of disruption has been well-addressed in management and marketing literature. Pioneering areas of research in this regard include the stream of disruptive innovation (e.g., Christensen, 2015; Christensen & Raynor, 2003; Markides, 2006; Schmidt & Druehl, 2008), research on technological discontinuities (e.g., Anderson & Tushman, 2018; Ehrnberg, 1995; Tushman & Anderson, 1986), and the industrial organization research stream on competitive shocks as exogenous events (e.g., Porter,

European Journal of Marketing

1985; Porter & Siggelkow, 2008), among others. Across these literatures, disruption is typically classified along a single axis, wherein it originates either outside the firm (e.g., environmental shocks beyond the firm's control) or inside the firm (e.g., a consequence of the firm's innovation and strategic choices).

While exogenous vs. endogenous classification is useful for identifying the origin of a disruption, it is silent on how exogenous and endogenous disruptions interact, amplify each other, and generate feedback. It is this interaction effect that demands theoretical attention. For instance, Uber's ridesharing solution did not merely disrupt the taxi industry. It sparked a series of endogenous responses from key industry partners (e.g., automotive firms, public transit authorities, and logistics companies) that subsequently created new exogenous pressures on Uber itself. Similarly, the development of Amazon's fulfilment and cloud infrastructure, which began as an internal capability-building exercise, subsequently transformed how companies in other industries managed their cost competitiveness. Therefore, the exogenous and the endogenous can be seen as points in a feedback loop, rather than as two ends of a rigid spectrum.

The above-mentioned looped feedback system presents three important implications. First, it means that disruption is not self-contained. That is, a firm's response to an exogenous shock can itself become a source of disruption for others. For instance, consider Moderna, Pfizer, and BioNTech's development of mRNA vaccine technology during the pandemic. What began as a response to an exogenous biological shock produced an endogenous technological innovation that is now disrupting the larger pharmaceutical industry's approach to vaccine and drug development. For the marketing function, this calls for navigating not only the original disruption but also the impact of the firm's response on the competitive landscape.

Second, the speed of disruption is not constant. While exogenous shocks tend to arrive suddenly, warranting a rapid response, endogenous disruptions tend to unfold more gradually. However, when the two forces overlap (as they have since the pandemic), firms are forced to respond rapidly to external shocks while simultaneously managing the slower-moving consequences of their own initiatives. For instance, consider Reliance Industries' launch of Jio in the Indian telecommunications market. The deployment of a low-cost greenfield 4G network (i.e., an endogenous disruption) triggered rapid exogenous

European Journal of Marketing

disruptions for industry players that saw industry-wide consolidations and operational restructuring (Mukherjee, 2019).

Third, and of particular relevance to this Special Issue, marketing sits at the intersection of this feedback loop. That is, the marketing function is directly exposed to both sides of the exogenous/endogenous dynamic. Marketing powers both exogenous disruptions (e.g., market intelligence, consumer sensing, and competitive monitoring) and endogenous disruptions (e.g., new product development, brand strategy, pricing architecture, and channel design). Marketing is, therefore, not merely a function that responds to disruption, but rather it participates in producing it. Scholars have presented this observation in earlier studies through the concepts of market-driven vs. market-driving strategies (Jaworski et al., 2000), adaptive marketing capabilities (Day, 2011), vigilant organizations (Day & Schoemaker, 2016), and developing a marketing organization (Moorman & Day, 2016), among others. Building on this knowledge base, the current nature of a disruptive environment adds urgency and scale. That is, the feedback loop between exogenous and endogenous disruption is now operating faster, wider, and deeper across domains simultaneously than any of these frameworks were designed to accommodate.

Considering the above implications, we propose that rather than treating exogenous and endogenous disruption as binary explanatory categories, they can be treated as interactive forces in a dynamic system, with the marketing function serving the roles of sensing, seizing, and shaping opportunities. It also requires us to look beyond the established markets and incumbent firm contexts that have dominated disruption research. The feedback loop between exogenous and endogenous disruption plays out differently in emerging markets where institutional volatility, infrastructure constraints, and resource scarcity create both more frequent shocks and stronger incentives for disruptive innovation.

3. How Marketing Helps in Environmental Sensing, Seizing, and Shaping

Until now, we have established that disruption is a feedback system rather than a one-directional event. This section explores the implications of this for the marketing function. Building on prior frameworks (e.g., Day, 2011; Teece, 2007; Vorhies & Morgan, 2005), we argue that marketing plays not one but three distinct roles under conditions of persistent

European Journal of Marketing

disruption: it senses the environment, seizes emerging opportunities, and shapes markets in response. Rather than being sequential, these three roles operate simultaneously. Most notably, the tension between the three roles is itself a source of organizational stress that can drive future research. The three roles are briefly described here:

Sensing. This is where the marketing function performs an observational role by systematically detecting and interpreting signals from the market environment. This includes shifts in consumer behavior, competitive moves, regulatory changes, technological developments, and macroeconomic trends, among others. Firms that have mastered the sensing role do not merely collect data. They build internal processes that convert weak signals into actionable intelligence before competitors pick up on those signals. For instance, Zara's near-real-time feedback loop between store staff, designers, and production facilities allows them to identify emerging fashion trends and translate them into new product lines within a short time. In this regard, sensing extends beyond a research function and serves as a strategic capability.

Seizing. This is where the marketing function performs a responsive role based on the detected and interpreted environmental signals. This involves repositioning its offerings, reallocating resources, reconfiguring its channel architecture, or redesigning its customer engagement model, among others. In this stage, the firm recognizes that the unevenness of speed between upstream and downstream marketing becomes most consequential. That is, while downstream responses (e.g., adjusting communication, repricing, activating new channels, etc.) can be executed relatively quickly, upstream responses (e.g., reformulating products, restructuring supplier relationships, reorienting R&D, etc.) require longer timelines and multifunctional coordination that are beyond marketing's control. For instance, during the pandemic, LVMH redeployed its perfume production facilities to manufacture hand sanitizer within 72 hours. This is a seizing response that, though downstream in its public-facing impact, required immediate upstream operational reconfiguration (Newburger, 2020). Here, the marketing function not only communicated the quick change publicly but also managed the implications of a luxury brand's actions under emergency conditions.

Shaping. This is where the marketing function performs a generative role by actively reconfiguring the markets. It does so by creating demand where none previously

European Journal of Marketing

existed, redefining category boundaries, establishing new consumption norms, and restructuring competitive dynamics that would favor the firm. For instance, Apple's launch of the App Store in 2008 was not a response to existing consumer demand for mobile software marketplaces. Instead, Apple created the need that subsequently reshaped the economics of software distribution globally. Similarly, Jio's freemium data strategy in India was not a response to consumer latent needs for affordable mobile internet. Instead, Jio created the demand at scale by making the price of non-participation effectively zero. This step led to the restructuring of the Indian competitive landscape for all digital players.

Importantly, during disruptions, the sensing, seizing, and shaping functions are impacted simultaneously. During disruptions, the sensing mechanism is likely to produce more "noise" than meaningful signals as the environment is changing faster than the feedback cycles can handle. Similarly, the seizing capabilities that allowed rapid response to one type of shock may be poorly suited to a different type arriving concurrently during disruptions. Likewise, during disruptions, the shaping strategies may misfire as the landscape itself is being reshaped by external forces beyond the firm's control. Now, the simultaneous disruption of all three marketing roles is what makes persistent disruption remarkably different from episodic disruption. This change lies at the core of the development of a new marketing theory to address this.

Recognizing these arguments, we develop the *Disruption-Marketing Response Matrix* across 2 axes – the origin of disruption (i.e., endogenous vs. exogenous), and the marketing response domain (upstream vs. downstream). Based on this, each cell represents a distinct configuration of disruption and response, with different theoretical implications and different degrees of development in existing literature. The typology is intended as a diagnostic tool to help identify where a firm's marketing challenge sits, and what theoretical and practical guidance is most relevant. Table 1 presents the 2X2 matrix.

Insert Table 1

Expanding on Table 1, the four quadrants can be understood as follows:

Market Shaping and Platform Dynamics. This cell represents the situation where firms initiate change and focus on the downstream response. Here, firms deliberately

European Journal of Marketing

introduce new offerings, pricing models, or platform architectures that disrupt existing market structures. In some instances, these measures may also cannibalize their own offerings. For instance, Netflix's transition from DVD rental to streaming, and subsequently to original content production, exemplifies sequential endogenous disruption of its own downstream model. Despite having the richest body of knowledge (among the 4 cells), a key area of insight would be to know how firms can manage the transition between successive rounds of self-disruption, rather than any single act of disruption.

Adaptive Customer Engagement. This cell represents a situation where firms counter environmentally imposed disruptions and their related downstream response. Here, the external disruptions alter customer behavior, channel viability, and competitive dynamics, forcing firms to reconfigure how they reach, serve, and retain customers. For instance, PepsiCo's launch of direct-to-consumer platforms in the U.S. (Pantryshop.com, Snacks.com) within 30 days of pandemic lockdowns shows how the firm rapidly reconfigured its downstream activities in response to an exogenous shock (Doering, 2020). In terms of research insights, this cell fares very high on practitioner visibility. A key focus area here can be theoretical attention on which prior capabilities enabled faster and more effective reconfiguration, rather than exploring what firms did.

Strategic Innovation Management. This cell represents a situation where firms initiate their own disruption and focus on their upstream responses. Such actions are typically aimed at restructuring internal value creation (e.g., new materials, manufacturing architectures, component strategies, etc.) that alter cost structures and competitive positioning. Here, the marketing function's role is to create demand narratives that justify upstream investment and to build market readiness to absorb its output. For example, Apple's successive silicon generations (A-series, M-series chips) represent upstream technological advancements that require simultaneous ecosystem repositioning and consumer expectation management. This cell is a promising area for new insights, considering that the upstream influence of market orientation remains undertheorized.

Crisis-Driven Restructuring. This cell represents a situation where firms are exposed to environmental shocks and respond by undertaking upstream initiatives. That is, external shocks force firms to restructure sourcing, R&D priorities, and supply chain architecture under severe time pressure and information scarcity. This is where marketing's

European Journal of Marketing

sensing function is most critical, where demand signals, channel intelligence, and stakeholder communication must rapidly inform decisions that traditionally did not feature within marketing's purview. In this regard, the marketing-operations interface comes to the fore in this cell. Among the four quadrants, this cell presents the greatest opportunity for theoretical contribution and currently remains the least studied quadrant.

The intention of developing this matrix is not to identify that each of the cells can be a separate research domain. Instead, it is a call for marketing theory to develop the capability to address all the cells simultaneously. This is because firms facing persistent disruption do not have the luxury of choosing which cell they inhabit. They operate across all four at once, with different timelines, different capability requirements, and different degrees of theoretical and practical insights available to them. Therefore, building a marketing theory of persistent disruption means, in part, building bridges across these cells rather than deepening individual silos further.

4. The Curious Case of Emerging Markets

A large part of the disruption literature is from the perspective of developed and institutionally stable economies. While a part of the reason for such coverage has been stable contexts (e.g., reliable infrastructure, established capital markets, mature regulatory frameworks, etc.), the geographic concentration of academic outlets (i.e., journals, researchers, doctoral programs, etc.) in such stable contexts has also influenced this outcome.

Here, it is important to note that what is typically thought of as disruptions that developed-market firms are experiencing (e.g., volatile macroeconomic environments, unreliable physical and digital infrastructure, rapid regulatory change, compressed consumer purchasing power, etc.) are conditions that firms operating in the emerging markets have long navigated (Varadarajan et al., 2022). In this regard, emerging market firms have been managing persistent disruption, in many instances even without the theoretical guidance from academic research, for decades (e.g., Hoskisson et al., 2000; Khanna et al., 2005; Prahalad & Hammond, 2002).

Nevertheless, the innovation traditions that have emerged from resource-constrained emerging market contexts (e.g., frugal innovation, jugaad innovation,

European Journal of Marketing

grassroots innovation, reverse innovation, social innovation, etc.) extend beyond simple adaptations of developed-market thinking for lower-income settings (e.g., Govindarajan & Ramamurti, 2011; Gupta, 2020; Gupta et al., 2020; Malodia et al., 2020). Instead, they represent a distinct body of knowledge of doing more with less, of developing market-creating strategies centered around constraint, and of generating competitive advantage from institutional voids (e.g., Khanna & Palepu, 1997; Zeschky et al., 2014)

For this special issue, the emerging markets perspective is not merely about accommodating additional empirical contexts. It is about accounting for constraint, institutional volatility, and resource scarcity as insightful theoretical conditions rather than as background noise to be controlled for. In this regard, disruption is viewed as a condition within which market-creating, capability-building, and value-delivering strategies must be developed. We believe that such a perspective is timely and relevant, considering that persistent disruption has become the global norm.

5. The Role of New-Age Technologies

Every major wave of disruption has featured technology. This has prompted marketing scholars to ask how new technologies/tools alter the practice of marketing. Consider some recent prominent disruptions in marketing, such as television advertising, database marketing, the internet, social media, and the recent emergence of NATs. Each of these disruptions has generated a substantial body of research examining how marketers could deploy these technologies more effectively. The operating lens of developing this body of knowledge has been to discern how the marketing function can pick up a technology, learn to use it, and apply it within an otherwise stable, competitive, and institutional environment. We believe that this perspective is no longer relevant. Further, holding on to this perspective, in our opinion, can lead to theoretical blind spots for the marketing discipline.

Particularly, NATs are not merely more powerful versions of earlier technologies.[1] Collectively, they represent a new marketing infrastructure that not only allows marketers to perform their tasks with ease but also fundamentally reorganizes the environment within which all marketing activity takes place (Kumar, 2021; Kumar & Kotler, 2024; Gupta et

[1] Here, we refer to NATs as comprising artificial intelligence (AI), generative AI (GAI), machine learning (ML), metaverse, the Internet of Things (IoT), robotics, drones, and blockchain, as advanced by Kumar and Kotler (2024).

European Journal of Marketing

al. 2020). This distinction is important because infrastructure, unlike a tool, cannot be set aside. For instance, while investing in a particular advertising technology platform may be optional for a firm, choosing to operate outside the AI-powered information environment, or ignoring the competitive advantage of using robotics and drones, is not optional.

The theoretical implication of the infrastructural view of NATs is direct and exacting. While technology adoption models (e.g., the Technology Acceptance Model, diffusion of innovations theory, etc.) ask how individuals and organizations come to adopt new technologies, they work towards understanding technology as a tool, and not an infrastructure. Rather than deciding *whether* to operate in an AI-mediated environment, firms are now deciding *how* to operate within one. Considering this, what the field needs is a theory of marketing where disruptions occur via infrastructural change. Such attempts at theory building should consider the reconfiguration of the marketing environment itself as its object of explanation rather than treating environmental stability as a background assumption. In this regard, we believe that progressing towards such a theory-building stage, and inviting empirical and conceptual work that advances it, is among the most important contributions this special issue seeks to make.

6. Special Issue Papers

6.1. Overview of the Articles

Disruptions can be exogenous (that emerges outside of the firm boundaries) and endogenous (generated due to firms' actions). Examples of exogeneous forms of disruptions include technological revolutions, and external crisis such as pandemic and geopolitical crisis (c.f. Meschi et al., 2025; Morgeson III et al., 2024; Whitler et al., 2021). Examples of endogenous disruptions include marketing initiatives such as product design, R&D (Bharadwaj et al., 2005), technological innovation (Eggers & Park, 2018).

The papers included in this special issue cover both form of disruptions in creating new knowledge on how firms deal with these disruptions by reinventing and transforming their marketing strategies. The exogenous disruptions covered in this article include institutional forces in adoption of disruptive innovation, food safety concerns, and health industry disruptions. The exogenous disruptions led firms to engage in taking endogenous

European Journal of Marketing

disruptive initiatives such as stakeholders' intelligence and engagement, redesigning marketing initiatives, sustainability initiatives, social innovation, leveraging new age technologies, developing marketing agility for resilience. There are five major disruption drivers-based clusters that act as centripetal forces in the process of re-invention of marketing models for sustainability and resilience. These are *technological, societal, institutional, strategic (internal firm level), and external shocks related disruptions*. The papers consider range of qualitative and quantitative methodological approaches and theories. The summary of theories, methods, and key contributions of the papers, and disruption types are summarized in Table 2.

Insert Table 2

6.2. Integrated Reinventing Marketing Framework

Notably, the effects of disruption on marketing re-inventions and transformation led impacts are not direct, instead it is a multi-stage process. Based on the studies included in this editorial, we developed an integrated multi-staged reinventing marketing framework that shows the five-stage process of marketing transformation, including its consequential societal and economic impacts (see Figure 1).

Stage I: Disruption Drivers: Institutional, Technological, Behavioral, Strategic

The articles in the special issue primarily focus on five types of disruptions' clusters. These include: i) technological (Bahmani et al., 2026; N. Tehrani & Roy, 2025; Nadeem et al., 2025), ii) societal e.g., food safety risks (Jia et al., 2025) disruptions in the health care industry (Waqas et al., 2025) and other extreme contexts such as medical drones, medical supplies etc. (Mahmoud & Mahroof, 2025) iii) institutional (Roh et al., 2026), iv) disruptive intent (strategic) (Padigar et al., 2026), and v) external shocks as majors forms of disruptions (Sharma et al., 2026). These disruptions led to marketing transformations and reinventions in creating different economic and social impacts.

Stage – II: Recognizing: The Disruptions

The first stage of the process requires recognizing the disruptions to be able to develop appropriate agile and responsive marketing strategies and operating models. Jia et

European Journal of Marketing

al. (2025) suggest leveraging technology specifically machine learning in analyzing online consumer reviews and sentiments. The transformative technology enabled recognition of safety risks as a form of disruption, allows online catering platforms to swiftly adjust their practices for enhancing consumer trust in food safety standards. Similarly, N. Tehrani and Roy (2025) argue that efficacy of AI technologies in interacting with and understanding stakeholder needs, and improves marketing agility required for firm performance under technological turbulence (N. Tehrani & Roy, 2025). CMOs also act as strategic resource allows recognizing the disruptive signals and associated challenges through self-reported diaries before and during disruptions (Sharma et al., 2026). Public beliefs can also be important source of feedback in understanding the potential advantages e.g., in context of drone adoption for tackling disruptions such as disaster relief (c.f. Mahmoud & Mahroof, 2025). Collectively, studies point towards the significance of understanding the disruptions through various means to effectively reinvent the marketing strategies to navigate the challenges caused by the disruptions.

Stage – III: Stakeholder's Engagement

A number of studies points to the importance of stakeholders' engagement in reinventing marketing for transformation under disruption. N. Tehrani and Roy (2025) argues AI as an effective tool for stakeholder engagement that helps in improving firm agility for performance under turbulence. Consistently, Nadeem et al. (2025) suggests the role of augmented reality based sustainability marketing initiatives for stakeholder engagement (particularly consumers) in creating positive social impact through sustainable consumption.

Stage – IV and V: Navigate: Through Agile Marketing Operating Model in Creating Transformative-led Impacts

Studies collectively argue that firms require agile marketing operating models in creating transformative-led impacts. To develop agile marketing models, firms require multiple transforming marketing capabilities. From economic value creation perspective, this includes AI based stakeholders engagement (as an endogenous initiative) that allows firms to recognize and respond to the disruptions (in other words, facilitates marketing

European Journal of Marketing

agility), in enhancing firm performance (N. Tehrani & Roy, 2025). Sharma et al. (2026) considers disruptions triggered by pandemics and economic/political conflicts and argues for the CMO's role in building resilience. Their work argues that firms require meta transformative capabilities including, agility, technology leverage, business continuity planning, improving customer connect, managing top management team expectations and, reassurance and motivation. These are enabled through the support from the board, clarity on strategic prioritization, cross-functional collaboration, external stakeholder inputs (ibid). Firms also require improving meta dynamic marketing capabilities including strategic prioritization, sensing, seizing, and reconfiguration in tackling shocks (ibid).

Padigar et al. (2026) suggests that internal disruptive intent creates value when combined with market-based assets (building and leveraging capabilities). Specifically, firm value is increased when a firm's market-based assets (building and leverage capabilities) are stronger. The disruptive intent and leverage capability interaction does not affect firm risk. However, disruptive intent and building capability increases the firm risk. The findings imply the importance of market-based capabilities when face holds internal (strategic) disruptive intent.

From social value creation perspective e.g., through creating social innovation, firms needs to adopt with disruptive innovation (Roh et al., 2026). From food safety risk mitigation perspective, (Jia et al., 2025) assesses consumer preference to risk solutions. They identified strong preference towards food safety traceability system and legislative measures as influential strategies. In order to address the food safety risk related disruption, it is suggested to employ machine learning analyses in extracting meaningful and real time patterns for swiftly adjusting operations, traceability and monitoring system and promoting adherence to food safety regulations. Nadeem et al. (2025) asserts the idea of technology leverage in stakeholders' engagement in influencing their intention for sustainable consumption, ultimately enhancing consumers' psychological and social well-being. Specifically, their work asserts that sustainability marketing initiatives furnished through augmented reality significantly influence consumers' engagement with the firm's app (ibid). Waqas et al. (2025) suggests that online opinion leader-cause congruence positively strengthens the direct relationship of online opinion leadership with parasocial

European Journal of Marketing

relationships and the indirect relationship with consumer health behavior. Hence, leadership and parasocial relationships are also critical in creating transformation based social impact through informing health behaviors.

Taken together, our integrated framework implies that marketing reinventions take place structurally and as a multi-stage process, requiring transformative capabilities within each stage of reinvention in creating agile response under disruptions for creating economic and social impacts. Overall, the social impacts in the studies are gauged through health behavior transformations (Waqas et al., 2025), social innovation (Roh et al., 2026), food safety solutions (Jia et al., 2025), sustainable consumption and psychological and social wellbeing (Nadeem et al., 2025). The economic impacts are determined through the enhanced shareholders' value (Padigar et al., 2026), firm -- value (Bahmani et al., 2026), performance (N. Tehrani & Roy, 2025) and resilience (Sharma et al., 2026).

Insert Figure 1

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7. Theoretical Implications

This section develops the theoretical implications arising from the conceptual arguments and empirical contributions assembled in this Special Issue. We organize these implications into six interconnected domains, each corresponding to a substantive advance that the collected work, taken together, adds to marketing theory. Rather than summarizing individual papers in isolation, the goal is to extract the durable theoretical claims that cut across the contributions and to articulate their significance for the broader discipline. The implications are presented in a sequence that moves from the most foundational reconceptualization of disruption itself, through to the mid-range theoretical advances concerning marketing capabilities and organizational responses, and finally to the macro-level questions about marketing's relationship with technology and societal transformation.

Theoretical Implication 1: From Episodic to Persistent Disruption as a Theoretical Starting Point

The Insufficiency of the Episodic Paradigm

The most foundational theoretical implication of this Special Issue concerns the ontological status of disruption in marketing theory. Received treatments of disruption in the marketing and management literatures, including disruptive innovation theory (Christensen, 1997; Christensen and Raynor, 2003), research on technological discontinuities (Anderson & Tushman, 2018; Tushman & Anderson, 1986), and industrial organization perspectives on competitive shocks (Porter, 1985), share a common structural assumption; i.e., disruption is an episodic occurrence that arrives against a backdrop of relative environmental stability. Embedded in this assumption is the proposition that disruption has a temporal boundary, a before, a during, and an after. And that the analytical task for theory is to explain what happens within those boundaries and how equilibrium is subsequently restored.

This Special Issue, taken collectively, provides theoretical grounds for abandoning this assumption. The empirical and conceptual contributions herein, when read together, suggest that episodic framing is no longer a useful organizing assumption for marketing theory, not because of incremental empirical falsification, but because the structural conditions it presupposes have themselves changed. Firms in this issue's studies operate

European Journal of Marketing

not in punctuated equilibria but in a state of concurrent, interacting disruptions: technological turbulence overlaps with geopolitical conflict, regulatory upheaval, and institutional pressure, simultaneously and continuously. The theoretical implication is not merely additive- that we need to account for "more disruptions", but categorical. Disruption should be treated as a permanent condition rather than a temporary perturbation.

Towards a Theory of Persistent Disruption

Theoretically, this shift demands a reconceptualization of what marketing theory is trying to explain. If the object of explanation is how firms recover from disruption, the relevant theoretical vocabulary centers on resilience, restoration, and recalibration. If, however, the object of explanation is how firms function effectively within disruption as a permanent condition, the relevant vocabulary shifts to adaptation, dynamic capability, and continuous sensing-seizing-shaping cycles. This special issue's contributions are collectively oriented towards the second vocabulary, and in doing so they advance a distinct theoretical program. Which is the development of a marketing theory of persistent disruption in which environmental instability is the baseline, not the exception.

This position has direct consequences for how marketing theory constructs its models. Theoretical frameworks built on ceteris paribus clauses, i.e., holding the environment stable while isolating a focal relationship, which requires explicit qualification when applied to persistent disruption contexts. The studies in this special issue that employ dynamic, longitudinal, or multi-wave designs, or that theorize feedback mechanisms between firm actions and environmental conditions, are methodologically aligned with this reconceptualization in a way that cross-sectional designs in stable contexts are not.

Theoretical Implication 2: Disruption as a Feedback System- Collapsing the Exogenous-Endogenous Binary

The Feedback Loop Reconceptualization

A second major theoretical implication concerns the structure of disruption itself. The extant literature has predominantly classified disruptions along a binary axis: exogenous disruptions originate outside the firm and are imposed upon it (e.g., regulatory change, pandemic, geopolitical conflict), while endogenous disruptions originate inside the firm

European Journal of Marketing

because of its own strategic choices (e.g., disruptive innovation, platform launch, repositioning). This binary classification has been theoretically productive in establishing the locus of disruption and assigning causal agency.

However, the contributions to this special issue, particularly those examining digital platform disruptions, institutional pressures on multinational subsidiaries, and CMO-led transformation, collectively demonstrate that the exogenous-endogenous distinction operates most usefully as a description of a disruption's point of origin, not as a description of its subsequent dynamics. Once a disruption is initiated, whether from inside or outside the firm, it enters a feedback system in which exogenous events generate endogenous responses that themselves become new exogenous shocks for other actors, who in turn respond endogenously, and so forth. The Jio case, the Moderna mRNA case, and the Amazon infrastructure case, each discussed in the introduction section, instantiate this mechanism at different analytical levels.

Marketing at the Intersection of the Feedback Loop

The theoretical significance of treating disruption as a feedback system rather than a binary classification is substantial. It relocates marketing from a passive responder to exogenous events to an active participant in feedback dynamics. Marketing powers both sides of the loop: market intelligence, consumer sensing, and competitive monitoring feed into the exogenous detection function, while new product development, brand architecture, pricing strategy, and channel design constitute endogenous disruptive capabilities. This dual positioning means that marketing theory must account for the firm's role as both a subject of disruption and a creator of it.

The papers in Cluster 4 and Cluster 5 of this Special Issue are particularly instructive here. The finding that disruptive intent alone does not improve firm value but that disruptive intent interacting with market-based asset-building and leveraging capabilities does (Padigar et al., 2026), is consistent with this theoretical framing. It suggests that endogenous disruption capacity is not sufficient on its own; it must be coupled with the firm's ability to convert disruption into market-anchored value. This is a theoretically important constraint on the widespread managerial discourse that treats disruption as inherently value-creating.

European Journal of Marketing

Theoretical Implication 3: The Sensing-Seizing-Shaping Triad as a Marketing-Specific Dynamic Capability Framework

Extending Dynamic Capabilities into the Marketing Domain

The dynamic capabilities framework (Teece, 2007), and its marketing antecedents in Day (2011) adaptive marketing capabilities and Vorhies and Morgan (2005) marketing capability configurations, provides the primary theoretical scaffold for understanding how firms build and deploy marketing-relevant capabilities under disruption. This special issue's contributions extend this scaffold in two theoretically significant directions.

First, the contributions collectively demonstrate that the sensing, seizing, and shaping functions are not sequential stages in a linear process but are simultaneously disrupted under conditions of persistent disruption. This is a theoretically important distinction. The original dynamic capabilities framework, while acknowledging the interrelation among its components, was largely developed in contexts where one capacity could be prioritized over another at different phases of a strategic cycle. Under persistent disruption, the simultaneous disruption of all three functions creates a qualitatively different organizational challenge - one that requires theoretical treatment as a co-disruption problem rather than a sequencing problem.

The Asymmetric Speed of Upstream and Downstream Response

Second, and more specifically, the contributions highlight a theoretically underspecified asymmetry between upstream and downstream marketing responses. The seizing function, i.e., the firm's capacity to mobilize and reconfigure resources in response to sensed opportunities, operates at different speeds and under different constraints depending on whether the response domain is upstream (product development, supplier relationships, R&D reorientation) or downstream (customer communication, channel activation, pricing adjustment). Downstream responses can be executed relatively rapidly; upstream responses require longer timelines and cross-functional coordination that exceed marketing's direct sphere of control.

The theoretical implication is that seizing capacity cannot be treated as a homogeneous construct in disruption contexts. A firm with strong downstream seizing capabilities but

European Journal of Marketing

weak upstream seizing capabilities will exhibit a characteristic response pattern, rapid but shallow, that existing dynamic capability frameworks do not distinguish from firms with balanced capabilities. Developing theoretical constructs and measurement approaches that capture this asymmetry is a priority for the next generation of disruption-marketing research. The LVMH hand sanitizer case, the PepsiCo direct-to-consumer reorientation, and the Zara sensing-to-production cycle each illustrate different points on this upstream-downstream asymmetry spectrum.

Shaping as a Theoretical Priority

The shaping function, marketing's generative role in actively reconfiguring markets, remains the least theoretically developed of the three, and this special issue's contributions suggest it warrants priority attention. The studies on platform dynamics, augmented reality adoption, and extended reality firm value effects each gesture towards the shaping function but do not fully theorize it. Shaping is distinct from seizing in that it involves not the reconfiguration of the firm's own capabilities in response to environmental signals, but the deliberate reshaping of the environment itself- demand creation, category redefinition, consumption norm establishment. Theory development in this space requires engagement with market-driving (as opposed to market-driven) strategy (Jaworski et al., 2000), institutional theory, and the emerging literature on market formation and market practices.

Theoretical Implication 4: The Disruption-Marketing Response Matrix as a Diagnostic and Theory-Building Tool

Theoretical Value of the 2x2 Typology

The Disruption-Marketing Response Matrix introduced in this Special Issue- organized along the axes of disruption origin (endogenous vs. exogenous) and marketing response domain (upstream vs. downstream) represents a theoretical contribution in its own right, beyond its practical diagnostic utility. Typologies in marketing theory have traditionally served one of two functions: they either classify existing phenomena to impose conceptual order, or they identify underexplored theoretical territory by revealing cells in the classification space that lack adequate theoretical development. The Disruption-Marketing Response Matrix serves both functions.

European Journal of Marketing

As a classification device, it reveals that the most theoretically developed quadrant, i.e., Market Shaping and Platform Dynamics (endogenous disruption, downstream response) has benefited from decades of research on disruptive innovation, platform economics, and new product adoption. The least theoretically developed quadrant- Crisis-Driven Restructuring (exogenous disruption, upstream response), represents the domain where marketing's sensing function becomes most critical, where demand intelligence and channel signals must rapidly inform decisions about sourcing, R&D prioritization, and supply chain architecture, however where marketing theory has contributed least.

Cross-Quadrant Theory Building as an Imperative

The more significant theoretical implication, however, is that firms facing persistent disruption do not occupy a single quadrant. They operate across all four simultaneously, with different timelines, different capability requirements, and different theoretical and practical resources available to them. This cross-quadrant complexity is precisely the territory that existing marketing theory is least equipped to address. The theoretical imperative is therefore not to deepen individual quadrants further but to develop integrative theoretical accounts of how firms manage multiple concurrent disruption-response configurations.

The papers in this special issue offer partial instantiation of such accounts. The CMO-role study (Sharma et al., 2026), by examining how chief marketing officers build organizational resilience across multiple disruption types simultaneously, operates implicitly across all four quadrants. The finding that dynamic marketing capabilities, specifically sensing, seizing, and reconfiguration, must be deliberately strengthened and that their development is enabled by board support, strategic clarity, and cross-functional collaboration, suggests that the capability requirements for cross-quadrant navigation are both higher-order and harder to develop than single-quadrant capabilities. This is a theoretically productive finding that deserves systematic follow-up.

European Journal of Marketing

Theoretical Implication 5: Emerging Markets as a Theoretical Laboratory, Not an Empirical Footnote

Recentering Emerging Market Theory in Disruption Research

A fifth theoretical implication concerns the status of emerging market contexts within marketing theory. The historical tendency to treat emerging markets as contexts to which developed-market theories are applied and tested, rather than as contexts from which theoretical insights are generated, has created a systematic blind spot in disruption research. The capabilities and strategies that firms in institutionally volatile, infrastructure-constrained, and resource-scarce environments have developed to function under persistent disruption with innovation, such as, frugal innovation, jugaad, grassroots innovation, reverse innovation, and strategies built around institutional voids, represent a rich theoretical resource that developed-market disruption theory has substantially underutilized.

The theoretical implication is bidirectional. On one hand, emerging market research streams have generated constructs (institutional void navigation, constraint-based innovation, grassroots market creation) that are directly applicable to the disruption challenge now facing firms in developed markets, where persistent disruption is creating conditions, such as, volatility, institutional uncertainty, infrastructure fragility, that structurally resemble what emerging market firms have long managed. On the other hand, the disruption frameworks developed in the developed-market context, i.e., the sensing-seizing-shaping triad, the exogenous-endogenous feedback loop, the Disruption-Marketing Response Matrix, provide theoretical scaffolding that can organize and systematize the insights from emerging market research in ways that make them generalizable.

Institutional Volatility as a Theoretical Condition, not a Control Variable

The study on disruptive and social innovation in multinational subsidiary contexts (Roh et al., 2026), included in this special issue, provides a concrete instantiation of this theoretical bidirectionality. The finding that institutional pressure positively influences disruptive innovation adoption by subsidiaries. While headquarter control mechanisms negatively moderate this effect, and that international marketing capability negatively moderates the relationship between disruptive and social innovation. This reflects a complex theorization

European Journal of Marketing

of how macro-level institutional forces interact with firm-level capability configurations and parent-subsidiary governance structures. This theoretical complexity is not a feature of the emerging market context alone; it is a feature of any context in which institutional volatility is treated as a theoretical condition rather than a background factor to be controlled for. The broader implication is that marketing theory's treatment of the institutional environment as a control variable, as is common in variance-based models built on developed-market data, may itself be a theoretical limitation that persistent disruption contexts bring into relief.

Theoretical Implication 6: New-Age Technologies as Marketing Infrastructure, not as Marketing Tools

The Infrastructural Turn in Technology-Marketing Theory

The sixth and perhaps most consequential theoretical implication concerns the relationship between new-age technologies (NATs)- artificial intelligence, generative AI, machine learning, augmented and virtual reality, the Internet of Things, robotics, drones, and blockchain- and marketing functions. The dominant theoretical lens through which marketing has approached new technologies is an adoption and diffusion lens: theories of technology acceptance (Davis, 1989), diffusion of innovations (Rogers, 1983), and their many extensions ask how individuals and organizations come to adopt new technologies, and how the characteristics of the technology and the adopter interact to determine adoption speed, extent, and outcomes.

This adoption-and-diffusion lens treats technology as a tool, as an artefact that is adopted or not adopted, deployed or not deployed, by a marketing function that remains structurally stable regardless of whether the technology is in use. The theoretical implication of this framing is that the relevant theoretical question is whether and how marketing uses the technology. This special issue, particularly through its treatment of AI-based stakeholder engagement (N. Tehrani & Roy, 2025), augmented reality-enabled sustainability marketing (Nadeem et al., 2025), extended reality and firm value (Bahmani et al., 2026), and drone delivery in extreme contexts (Mahmoud & Mahroof, 2025), collectively challenges this framing.

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Infrastructure Reconstitutes the Marketing Environment

The theoretical claim advanced, implicitly and sometimes explicitly, across these contributions is that NATs are not merely more powerful instances of existing marketing tools but constitute a new marketing infrastructure. One that reorganizes the environment within which all marketing activity takes place, regardless of any individual firm's adoption decision. Infrastructure, unlike a tool, cannot be set aside: firms do not choose whether to operate in an AI-mediated information environment any more than they choose whether to operate in a monetized economy. The choice is not adoption versus non-adoption but how to operate within an already-transformed environment.

The theoretical implications of this infrastructural view are substantial and far-reaching. Technology acceptance and diffusion models are premised on the existence of a pre-technological baseline- a situation before the technology that provides the comparison case. When the technology is infrastructural, this baseline ceases to exist, and the theoretical framework built upon it loses its anchoring assumption. What marketing theory requires instead is a framework in which the unit of analysis shifts from technology adoption to technological environment reconfiguration: theories that explain how marketing-relevant environments are constituted and reconstituted by infrastructural technological change, and how firms develop the capabilities to operate effectively within successively transformed environments.

The study by Bahmani et al. (2026) on extended reality experiences and firm value provides a theoretically instructive case in point. The finding that extended reality experience announcements on average reduce firm value, but that this negative effect is reversed for firms adopting augmented reality over virtual reality. Concentrating on the purchase phase of the customer journey, and announcing in more recent years, suggests that markets are learning to differentiate between extended reality deployments that are infrastructurally aligned and those that are not. This is an empirical pattern that adoption-and-diffusion theory, focused on the adoption decision itself, is structurally unable to explain. An infrastructural theory of marketing technology, focused on how technologies articulate with the broader marketing environment, is better positioned to generate such predictions.

European Journal of Marketing

The AI-Stakeholder Engagement Interface as Theoretical Frontier

The finding that AI-based stakeholder engagement enhances marketing agility, and that this relationship is positively moderated by technological turbulence (N. Tehrani and Roy, 2025), advances a theoretically important claim about the mechanism through which NATs generate marketing value under disruption. The mechanism is not direct value creation through AI deployment per se, but indirect value creation through AI-enhanced organizational agility. The capacity to detect, interpret, and respond to environmental signals more rapidly and accurately than would be possible without AI-mediated sensing capabilities. This positions AI not as a marketing tool among others but as an agility-enhancing infrastructure that reshapes the firm's capacity to sense the environment, connecting directly to the sensing function in the sensing-seizing-shaping triad.

Similarly, the finding that augmented reality-enabled sustainability marketing influences consumer engagement, sustainable consumption intention, and psychological and social wellbeing (Nadeem et al., 2025) advances the theoretical claim that the value-creating potential of NATs in marketing extends beyond economic outcomes to social and hedonic outcomes. This connects to the broader transformative marketing framework (Mick et al., 2012) and suggests that the infrastructural view of NATs must incorporate not only economic value creation but transformative social value creation as a theoretical objective.

Theoretical Implication 7: Marketing's Role in Societal Value Creation Under Disruption

The Transformative Marketing Extension

Cutting across the six domain-specific theoretical implications developed above is a seventh, more integrative implication concerning marketing's theoretical scope. The contributions to this special issue collectively advance the claim that marketing theory's treatment of 'value concept' requires extension beyond the dyadic firm-customer exchange model and the firm-performance outcomes model that have dominated the empirical marketing literature. Under conditions of persistent disruption, marketing activity generates value at three levels simultaneously: economic value (firm performance, firm value, shareholder returns), relational value (customer engagement, parasocial

European Journal of Marketing

relationships, trust), and societal value (sustainable consumption, public health behavior, social innovation, food safety).

The studies in this Special Issue that focus on societal disruptions- the health industry influencer marketing study (Waqas et al., 2025), the food safety risk detection study (Jia et al., 2025), and the augmented reality sustainability marketing study (Nadeem et al., 2025), are united by this extension of marketing's value-creation scope. The theoretical implication is that disruption contexts, precisely because they destabilize existing value creation mechanisms and force firms to reconfigure how they create value, provide productive theoretical settings for examining how economic and societal value-creation objectives interact, conflict, and co-evolve.

The CMO as a Boundary-Spanning Theoretical Actor

The study on CMO roles under disruption (Sharma et al., 2026) contributes to this integrative theoretical implication by positioning the CMO as a boundary-spanning actor who mediates between the firm's internal capability portfolio, its external stakeholder environment, and the macro-level disruptions that reshape both. The propositions developed in that study that CMO focus areas include organizational agility, technology leverage, customer connectivity, and top management team management; that these are enabled by board support, strategic clarity, and cross-functional collaboration; and that the required dynamic capabilities span sensing, seizing, and reconfiguration- amount to a theoretical model of marketing leadership under persistent disruption that extends considerably beyond the marketing-strategy literature's treatment of the CMO role.

Theoretically, this positions the CMO not merely as a marketing function leader but as an organizational resilience architect, a role that cuts across the traditional boundaries between marketing, operations, human resources, and strategy. This reconceptualization of the CMO role has theoretical implications for research on the marketing-finance interface, the marketing-operations interface, and the upper echelons literature on C-suite composition and firm performance under uncertainty.

European Journal of Marketing

Synthesis: Towards a Unified Theoretical Program

The seven theoretical implications developed above are not independent. They constitute a coherent, if not yet fully integrated, theoretical program for the study of marketing under persistent disruption. The program begins with the ontological claim that disruption is a permanent condition rather than a temporary perturbation (TI 1) and proceeds through the structural claim that disruption is a feedback system that collapses the exogenous-endogenous binary (TI 2). It then develops the capability-theoretical claims that marketing's sensing-seizing-shaping triad operates simultaneously and asymmetrically under persistent disruption (TI 3), and that cross-quadrant capability configurations are theoretically necessary and currently underdeveloped (TI 4). The program extends to contextual claims about emerging markets as theoretical laboratories rather than empirical annexes (TI 5), and to the technological claim that NATs constitute marketing infrastructure rather than marketing tools (TI 6). Finally, it integrates these claims through the normative theoretical claim that marketing value creation must be theorized at economic, relational, and societal levels simultaneously (TI 7).

Taken together, these implications amount to a program for reconstituting marketing theory on foundations that take environmental instability, feedback dynamics, multi-level value creation, and infrastructural technological change as their starting points rather than their limiting cases. This program is necessarily incomplete, the special issue represents a beginning rather than an endpoint, but the trajectory it establishes is, we believe, both theoretically justified and empirically grounded in the contributions assembled here.

8. Managerial Implications

The theoretical contributions developed above carry direct consequences for practice. Firms operating under persistent disruption cannot treat the insights from this Special Issue as academic observations to be noted and set aside; the contributions collectively point to specific decisions that managers face now, around sensing infrastructure, technology investment, organizational mandate, and capability sequencing. The following implications translate the issue's theoretical claims into actions that managers can evaluate against their own organizational context and are summarized in a single reference matrix for practical use.

European Journal of Marketing

8.1. Treating Disruption as a Permanent Operating Condition Not as a Crisis to Manage

Managers must relinquish the assumption that disruption is a temporary state from which the organization will eventually recover. The evidence across this special issue is unambiguous: technological turbulence, geopolitical shock, institutional change, and societal disruption now arrive concurrently and continuously. The practical consequence is that annual brand plans, three-year strategic roadmaps, and fixed budgeting cycles are structurally misaligned with the operating environment. Firms that navigated disruption effectively in these studies, whether through CMO-led dynamic capability development (Sharma et al., 2026) or AI-enabled marketing agility (N. Tehrani & Roy, 2025), did so by institutionalizing fast-cycle sensing and recalibration rather than detailed forward planning. Managers should replace planning-cycle logic with rolling, signal-driven recalibration processes and invest in organizational structures that can respond within days, not quarters.

8.2. Investing in Sensing Infrastructure Before Disruption Arrives

Across all five disruption clusters, the firms that responded most effectively were those with pre-built sensing capabilities. Machine learning-based analysis of consumer reviews for food safety risk detection (Jia et al., 2025), AI-enabled stakeholder engagement platforms (N. Tehrani and Roy, 2025), and CMO-maintained pulse dashboards during pandemic onset (Sharma et al., 2026) all illustrate the same managerial principle: sensing capacity is not deployable on demand. It must be built, tested, and embedded in organizational routines before disruption materializes. Managers should audit their current signal-detection infrastructure, such as, social listening tools, channel health monitoring, regulatory tracking, and demand-side analytics- and treat these not as research support functions but as core strategic assets. The cost of under-investment in sensing is asymmetric: it is far higher during a disruption than before it.

8.3. Pairing Disruptive Intent with Market-Based Asset Development

A critical and counterintuitive finding from this special issue is that firms signaling disruptive strategic intent do not, on average, generate superior shareholder returns from that intent alone. Value is created only when disruptive intent is combined with market-

European Journal of Marketing

based asset-building capabilities, i.e., brand equity, customer equity, and partner network strength- or with market-based asset-leveraging capabilities (Padigar et al., 2026). The managerial implication is direct: disruption for its own sake is not a value strategy. Before committing to a disruptive strategic move, managers should explicitly map how existing market-based assets will be deployed to amplify the disruption's market impact, and how new market-based assets will be built to sustain the competitive position that the disruption creates. Disruptive strategy without this market-asset logic is financially indistinguishable from costly experimentation.

8.4. Differentiating Upstream and Downstream Response Timelines

One of the most practically significant insights from this special issue concerns the asymmetric speed of upstream and downstream marketing response. Downstream actions: communication adjustment, channel repricing, promotional redeployment, can be executed within days. Upstream actions: supplier restructuring, product reformulation, R&D reorientation, require weeks or months and demand cross-functional coordination beyond marketing's direct authority. Managers who conflate these timelines will either move too slowly on downstream responses (waiting for upstream clarity that is not coming) or commit to upstream changes prematurely based on downstream signals that have not yet stabilized. The practical suggestion could be to maintain two parallel response tracks: a fast-cycle downstream track managed within the marketing function, and a slower, cross-functional upstream track with formal governance checkpoints. The LVMH hand-sanitizer redeployment (upstream reconfiguration within 72 hours) and PepsiCo's direct-to-consumer launch within 30 days of pandemic lockdowns represent the rare cases where both tracks ran concurrently with explicit executive coordination.

8.5. Reframing New-Age Technologies as Infrastructure

Managers who treat AI, augmented reality, drones, and related new-age technologies as optional tools that can be adopted or deferred are making a category error with strategic consequences. These technologies are marketing infrastructure: they reshape the competitive environment, consumer expectations, and channel economics for all participants, regardless of individual adoption decisions. The evidence from this Special

European Journal of Marketing

Issue shows that firms which adopt augmented reality at the purchase phase of the customer journey and integrate AI into stakeholder engagement workflows generate measurable returns, in firm value and marketing agility, over those that do not (Bahmani et al., 2026; N. Tehrani & Roy, 2025). Conversely, treating extended reality as a high-profile announcement without genuine customer journey integration destroys firm value on average. The managerial implication is that NAT investment decisions should be governed by an infrastructure logic- asking which technologies are restructuring the competitive environment in ways that make non-participation costly, rather than a tool-adoption logic that evaluates technologies against incremental efficiency gains.

8.6. Expanding the CMO's Mandate Across Organizational Boundaries

This Special Issue provides consistent evidence that persistent disruption has expanded the de facto scope of the marketing function far beyond its traditional boundaries. Supply chain visibility became a branding issue during the pandemic; sustainability reporting became a regulatory and marketing issue under ESG mandates; drone adoption in logistics became a public sentiment and marketing challenge (Mahmoud and Mahroof, 2025). In each case, decisions that were formerly the exclusive domain of operations, legal, or corporate affairs required marketing intelligence, stakeholder communication, and brand management input. Organizations that formalized this expanded mandate- through cross-functional task forces, CMO representation on business continuity committees, and explicit marketing input into supply chain and technology governance- navigated disruptions more effectively (Sharma et al., 2026). Boards and CEOs should formally recognize and resource this expanded CMO mandate rather than treating marketing's cross-functional involvement as informal and ad hoc.

8.7. Disruption-Response Action Matrix for Managerial Guidance

The matrix below synthesizes the managerial implications across the five disruption clusters in this special issue. For each disruption type, it identifies the primary managerial challenge and specifies discrete actions across the three marketing response functions- Sense, Seize, and Shape. The matrix (Table 3) is intended as a diagnostic and planning tool: managers should first identify which disruption type(s) their firm is currently

European Journal of Marketing

experiencing (noting that multiple types will often co-occur), and then systematically assess their current capability against each action cell. Gaps between current capability and the prescribed actions represent priority investment areas.

Insert Table 3

9. Future Research Directions

The contributions assembled in this Special Issue resolve several long-standing questions about how marketing operates under disruption, while opening others that the field has not yet had reason to ask. Three broad gaps stand out across the collected work, each pointing toward a distinct stream of future inquiry.

The first concerns research design. Almost every empirical study in this issue, by necessity, examines a single disruption in isolation - a pandemic, a regulatory change, a market entry. This is a defensible choice for any individual study, but it sits uneasily alongside the issue's broader claim that disruption is now rarely singular: firms increasingly contend with two or three overlapping disruptions at once, and the dominant cross-sectional and single-case designs are not well equipped to capture that overlap. Longitudinal research that follows firms through multiple, concurrent disruptions would address a gap that existing methods, however rigorously applied, cannot close on their own.

The second concerns measurement. Several constructs developed in this issue are conceptually well specified but have no corresponding empirical instrument. Market-shaping capability is the clearest example: the contributions describe what shaping looks like in practice, yet no validated scale exists to measure it, which limits the construct to a descriptive rather than testable role in future research. Constructs proposed without a path to measurement risk remaining metaphors rather than becoming cumulative knowledge.

The third concerns the field's choice of theoretical and methodological resources. The most generative insights into operating under sustained volatility in this issue draw on institutional theory and emerging-market innovation research- traditions that mainstream marketing strategy scholarship engages with less often than might be warranted.

European Journal of Marketing

Computational methods, including text mining and sentiment analysis, appear in only a small number of contributions despite their evident suitability for tracing disruption dynamics at scale. Greater cross-pollination across these traditions and methods would benefit the field considerably.

Table 4 translates these three gaps into ten specific research questions, each grounded in a particular finding from this Special Issue and accompanied by the rationale connecting it to that finding.

Insert Table 4

10. Conclusion

This special issue set out to interrogate a deceptively simple premise: that disruption, long treated in marketing scholarship as an episodic departure from equilibrium, has become a permanent feature of the competitive landscape. The nine contributions assembled here- spanning digital and technological disruption, societal disruption, institutional disruption, internal strategic disruption, and external shocks- converge on a more demanding conclusion than the premise alone would suggest. Disruption is not simply more frequent than it once was; it is structurally different in kind. It is concurrent rather than sequential, interactive rather than isolated, and infrastructural rather than incidental. Firms no longer wait for disruption to pass before returning to a settled strategic posture, because no such settled posture is presently available to return to.

Theoretically, this special issue advances marketing's understanding of disruption along six interconnected dimensions: the reconceptualization of disruption as a persistent rather than episodic condition; the collapse of the exogenous-endogenous binary into a feedback system in which marketing operates at the critical interface; the demonstration that the sensing-seizing-shaping triad of dynamic marketing capabilities is simultaneously, rather than sequentially, disrupted under persistent conditions; the development of the Disruption-Marketing Response Matrix as a tool for identifying underexplored cross-quadrant capability requirements; the recasting of emerging markets as a theoretical laboratory whose constraint-based innovation traditions are newly relevant to developed-market firms; and the argument that new-age technologies function as marketing

European Journal of Marketing

infrastructure that reconstitutes the competitive environment rather than as discretionary tools subject to conventional adoption logic.

Managerially, the implications converge on a clear directive: organizations that continue to manage disruption through episodic crisis response, fixed planning cycles, and technology-as-tool logic are structurally disadvantaged relative to those that treat persistent disruption as the baseline condition for strategy. The managerial actions and the Disruption-Response Action Matrix presented earlier in this Introduction translate these theoretical claims into a practical diagnostic that managers can apply directly to their own organizational context, regardless of which combination of disruption types they currently face.

We close by returning to the observation with which this Introduction began. Marketing, as a discipline, has always concerned itself with change- in consumer preference, in competitive positioning, in technology, in channels. What distinguishes the present moment, and what this Special Issue collectively documents, is not the presence of change but its persistence, its interactivity, and its infrastructural depth. The task facing marketing scholarship is no longer to explain how firms recover from disruption and return to stability, but to explain how firms create and sustain value when stability itself is no longer the relevant baseline. We hope that the theoretical contributions, managerial implications, and research agenda offered in this Special Issue provide a meaningful foundation for that task, and we look forward to the scholarship that will, in time, supersede it.

European Journal of Marketing

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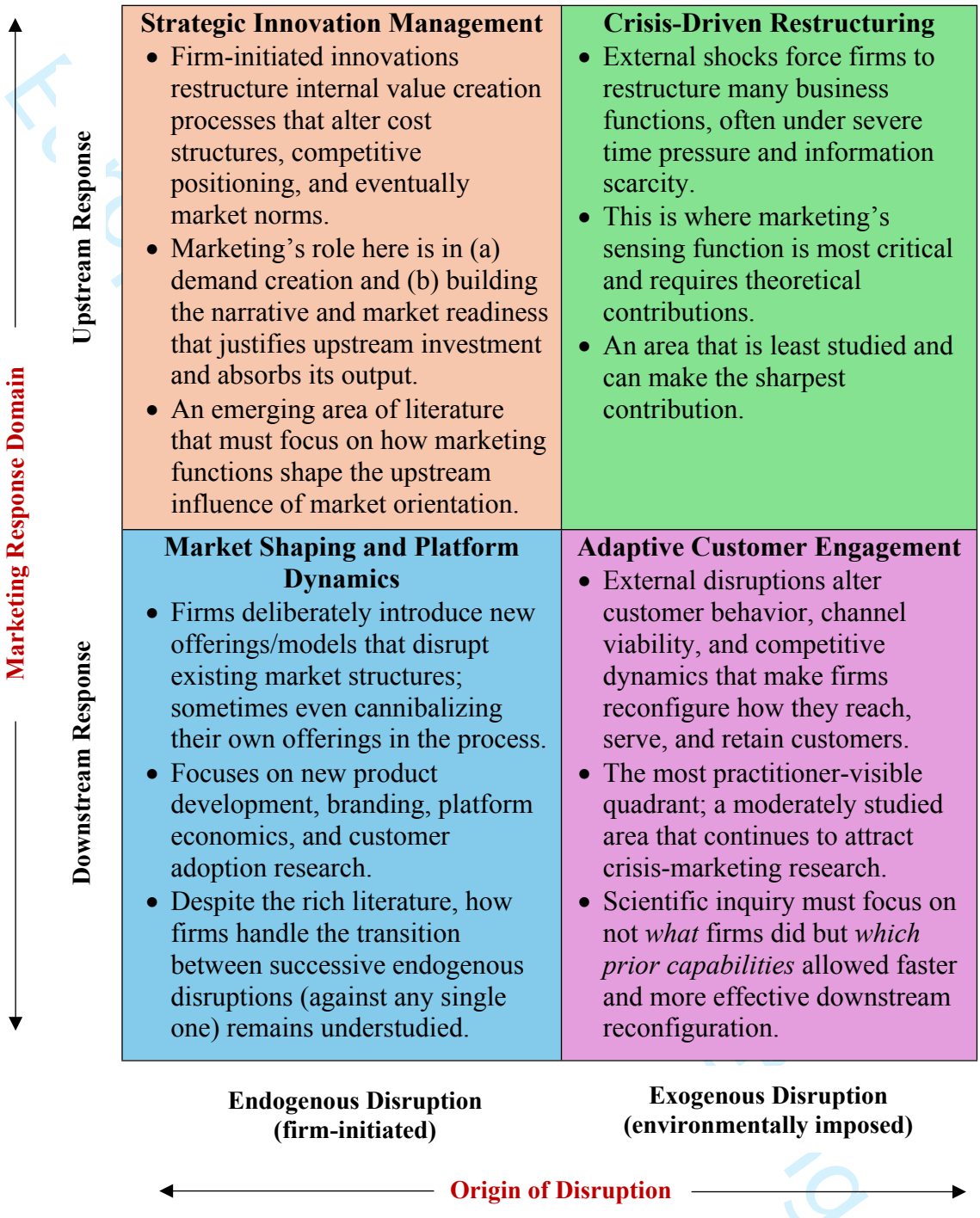
European Journal of Marketing

TABLES AND FIGURES

Table 1 – The Disruption-Marketing Response Matrix



Source: Created by authors.

Table 2: Summary Table on Articles

Article Title and Citation	Theory/ Framework	Types of disruption	Methods	Key Contributions to the Issue
Cluster 1: Technological Disruption				
Navigating Technological Disruptions: The Interplay of AI-based Stakeholder Engagement, Marketing Agility, and Firm Performance (N. Tehrani & Roy, 2025)	knowledge-based and stakeholder theories	Exogenous = technological turbulence Endogenous = AI-based stakeholder engagement, marketing agility under technological disruption	Survey of 335 companies in Australia	This article contributes to the special issue by providing key insights on the positive role of AI based stakeholder engagement in creating marketing agility that enhances firm performance when faced with a high technology turbulence. The article findings point to the efficacy of leveraging AI for stakeholders' interactions in firm performance when faced with digital disruptions.
Transformative Sustainability Marketing: Catalyzing Sustainable Consumption and Consumer Well-being through Environmental Performance Insights (Nadeem et al., 2025)	Transformative marketing framework, Stakeholder theory	Exogenous = role of augmented reality (AR), a disruptive new-age technology Endogenous = sustainability initiatives furnished through AR	Survey data from UK = 406 respondents South Africa = 398 participants	This article contributes to the special issue by suggesting the effectiveness of employing sustainability marketing initiatives through augmented reality as this can helps in attaining consumers' engagement with the firms' app. The article asserts that customers' engagement influence their intention for sustainable consumption, ultimately enhancing their psychological and social well-being.

European Journal of Marketing

How Do Extended Reality Experiences Influence Firm Value? (Bahmani et al., 2026)	Vividness theory	Exogenous = Extended reality technologies (augmented reality and virtual reality) disruptions Endogenous = strategic decisions regarding adoption	Event study: 179 announcements of extended reality experiences made by publicly traded U.S. firms made during the period of 2010 through 2022.	The article finds that on average companies experience a decline in firm value by .38% (equivalent to $437 million) following the announcement of extended reality experiences. However, study finds that firms that choose to adopt augmented reality instead virtual reality, concentrate on purchase phase of the customer journey (as opposed to the pre-purchase or post-purchase), and/or announced extended reality experiences in more recent years, overserves an increase in firm value.
Cluster 2: Societal Disruptions				
The Proof is in the Pudding: Public Beliefs, Emotions, and Sentiments on Drone Deliveries in Extreme Contexts (Mahmoud & Mahroof, 2025)	Unified theory of Acceptance and Use of Technology, Diffusion of Innovation Theory	Exogeneous = disruptive adoption of drone technology for modern logistics and delivery within the extreme contexts of disaster relief efforts or in geographically challenging environment Captured from the scope of drone delivery, medical supplies delivery, COVID-19 response, aerial delivery, drone technology, medical drones, Zipline company, pandemic response,	2, 337 comments made by social media users on popular posts or videos related to drone deliveries from Reddit and YouTube	This article contributes to the special issue by pointing out the important public concerns in regard to drone deliveries under the disruptive or high-risk situations such as natural disasters or remote areas. The concerns include i) safety and security, ii) skepticism and distrust, iii) ethical, iv) support for innovation and efficiency, and v) practicality and feasibility related concerns. Based on sentiment analysis, it is inferred that negative outlook, with confusion and disappointment are the most common emotions, while positive sentiments and curiosity and approval as emotions imply cautious optimism

European Journal of Marketing

		emergency supplies and healthcare logistics Endogenous = Public opinion about acceptance, use and diffusion in context of drones		and interest in the potential advantages of drone deliveries.
From Detection to Resolution: Using Machine Learning to Identify Food Safety Risks and Solutions in Online Consumer Reviews (Jia et al., 2025)	Utility theory	Exogenous = Food safety risks Endogenous = developing potential solutions	Over 10,000 food-related user reviews from online catering platforms; online survey = 468 responses for experiment	This article contributes to the special issue by assessing consumer preference to risk solutions pertaining to food safety and suggesting how online catering platforms can develop targeted and impactful food safety practices. The article highlights that food safety traceability system and legislative measures are the influential strategies from consumers point of view, while science popularization and merchants' elimination entails mixed consumers' perceptions regarding their effectiveness.
Navigating Disruptions in the Health Industry: How Firms Can Leverage Online Opinion Leadership to Drive Health Behaviors (Waqas et al., 2025)	Parasocial Interaction Theory	Exogenous = Health care disruption Endogenous = disruptive influencer marketing in promoting health behaviors	15 semi-structured interviews with social media users; time lagged survey = 331 followers of an Instagram account	This article contributes to the special issue by examining the disruptive influence of influencer marketing on promoting consumer health behaviors. Furthermore, it explores the ways firms can capitalize on online opinion leadership in promoting health behaviors. In this regard, the article highlights that online opinion

European Journal of Marketing

				leadership is positively related with consumer parasocial relationships and health behavioral control. The online opinion leader-cause congruence positively pronounce the direct relationship of online opinion leadership with parasocial relationships and the indirect relationship with consumer health behavior. The findings contribute by pointing out the significance of collaboration with influencers who have genuine connections and those that adopt either knowledge or appeal leadership techniques.
Cluster 3: Institutional disruptions				
Exploring disruptive and social innovation in MNE affiliates in emerging markets (Roh et al., 2026)	Institutional and resource dependence theories	Exogenous = institutional factors Endogenous = adoption of disruptive innovation and social innovation	Survey of 271 MNE subsidiaries in China	This article contributes to the special issue by examining the mechanisms of disruptive and social innovation enacted by subsidiaries. The article finds the positive effects of institutional factors and negative effect of MNEs headquarter control over specific functions of subsidiaries and headquarter use of subsidiary control mechanism on the adoption of disruptive innovation. Disruptive innovations lead to MNEs subsidiary social innovation. International marketing capability negatively

European Journal of Marketing

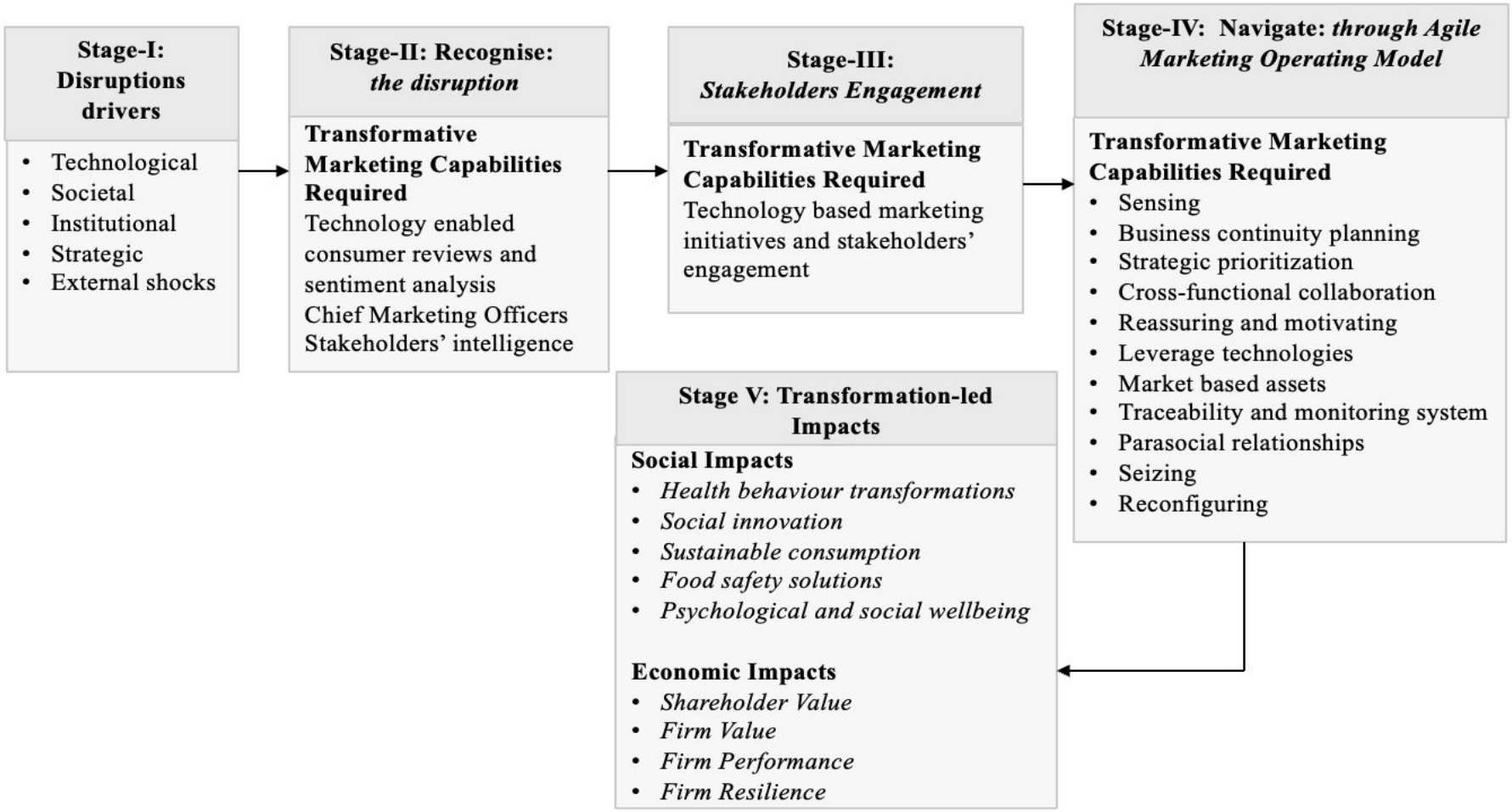
				moderates the relationship between disruptive and social innovation.
Cluster 4: External shocks: Pandemics and economic/ political conflicts				
Navigating through turbulence- CMO's role in times of disruption (Sharma et al., 2026)	Dynamic Marketing Capabilities perspective, Theory-in-use methodology to theory building	Exogenous = Disruptions triggered by pandemics and economic/ political conflicts Endogenous = CMO's role in building resilience	Study 1 = self-report diaries maintained by CMOs, before, and during the disruption period Study 2 = 18 interviews	This article contributes to the special issue by proposing how CMOs can navigate through disruptions and develop resilience. First proposition suggests focus areas: organizational agility, technology leverage, business continuity planning, improving customer connect, managing top management team expectations and, reassurance and motivation. Second proposition suggests key enabler: support from the board, clarity on strategic prioritization, cross-functional collaboration, external stakeholder inputs and key skills. Third proposition suggests prioritizing, sensing, seizing, and reconfiguration as dimensions of dynamic marketing capabilities that are required to be strengthened. Overall, these propositions are the guidelines for the effective mechanisms for resilience.
Cluster 5: Internal Disruptive Intent				

European Journal of Marketing

When Do Firms with Disruptive Intent Create Shareholder Value? **(Padigar et al., 2026)**	Disruptive innovation theory	Endogenous = disruptive intent, market-based assets – building and leveraging capabilities	Panel data = 1,316 firm-year observations of 137 U.S. retail firms from 2004 to 2018 with an average of approximately 10 observations per firm	This article contributes by focusing on the disruptive intent of the firms and the conditions under which firms with such intent create value for its shareholders. In this regard, article finds that disruptive intent individually does not enhance firm value and firm risk. The firm value is increased when a firm's market-based assets (building and leverage capabilities) are stronger. The disruptive intent and leverage capability interaction does not affect firm risk. However, disruptive intent and building capability increases the firm risk. The findings contribute by suggesting the alignment of marketing activities and investments particularly in targeting new markets and low-end customers.

European Journal of Marketing

Figure 1: Multi-Stage Integrative Framework of Marketing Reinvention Under the Context of Disruptions



Source: Created by Authors based on the scope and findings of the studies inlcuded in this editorial.

Table 3. Disruption-Response Action Matrix

Disruption Type	Key Managerial Challenge	Sense	Seize	Shape
Digital / Technological Disruption (e.g., AI, AR/VR, drones)	*Determining which NAT investments create value vs. drain resources*	Monitor stakeholder signals via AI-enabled listening tools Track competitor AR/VR adoption and customer reactions in real time	Concentrate AR/XR investment on purchase-phase touchpoints Deploy AI for stakeholder engagement to accelerate marketing agility	Use AI-powered personalization to redefine category norms Build data ecosystems that raise switching costs for partners & customers
Societal Disruption (e.g., health crises, food safety, public trust)	*Rebuilding consumer trust quickly while sustaining credibility*	Use ML-driven analysis of online reviews to detect safety risks early Track public sentiment and emotions on social media in real time	Activate influencer-cause congruent partnerships to drive health behaviors Rapidly deploy traceability systems and communicate them to consumers	Position the brand as a public health enabler, not a mere seller Lobby for and co-design regulatory standards that favor transparent operators
Institutional Disruption (e.g., ESG mandates, cookie deprecation, MNE governance)	*Balancing HQ control with subsidiary-level innovation and local institutional demands*	Map institutional pressure intensity across markets via regulatory intelligence Identify institutional voids that present market-creation opportunities	Relax HQ control on subsidiaries in high-pressure institutional environments Align international marketing capability with local disruptive innovation goals	Pursue social innovation as a strategic differentiator in emerging markets Use institutional compliance as a brand signal in sensitive markets
Internal Strategic Disruption (e.g., disruptive intent, self-disruption)	*Converting disruptive intent into measurable shareholder value*	Audit existing market-based assets before committing to disruptive strategic moves Monitor competitor disruptive signaling and capital market reactions	Pair disruptive intent with market-based asset-building capabilities (brand, customer equity) Leverage existing market-based assets to amplify returns from disruptive moves	Sequence disruption so new category claims precede operational transitions Create demand narratives that justify upstream investment to capital markets
External Shock (e.g., pandemic, geopolitical conflict, supply chain crisis)	*Maintaining brand relevance and operational continuity simultaneously*	Establish CMO-led war-room dashboards tracking demand signals, channel health & competitor moves Use self-reported team diaries and rapid pulse surveys during disruption onset	Activate pre-built business continuity marketing plans within 72 hrs of shock Reassign marketing budgets from brand-building to demand generation & retention swiftly	Use crisis response as brand-building moment (cf. LVMH hand sanitiser) Invest in direct-to-consumer channels during disruptions to reduce intermediary dependency

Note: The Sense-Seize-Shape framework draws on Teece (2007) and Day (2011); disruption clusters correspond to the five clusters identified in Section 3 of the Introduction.

European Journal of Marketing

Table 4. Future Research Directions Arising from This Special Issue

No.	Theme	Research Question	Rationale
RQ1	***Persistent disruption***	What cues do managers rely on, in real time and with incomplete information, to judge whether a given disruption is transient or marks a lasting change in competitive conditions?	This issue argues that disruption is increasingly the rule rather than the exception, but stops short of explaining how that judgement is actually formed under uncertainty. The cost of misjudging it runs in both directions: overreacting to a passing shock wastes resources, while treating a structural shift as temporary leaves a firm exposed.
RQ2	***Feedback dynamics***	How far, and through how many intermediate actors, can a firm's endogenous response to disruption be traced as it becomes a new exogenous pressure on competitors, suppliers, or regulators?	The contributions collectively move disruption away from a one-directional, externally imposed event and toward an interactive system, yet none traces the cascade beyond its first link. Methods such as dynamic network analysis or agent-based simulation are well suited to extending this work empirically.
RQ3	***Capability asymmetry***	Is the observed gap between fast downstream marketing responses (pricing, communication, channel) and slower upstream responses (sourcing, product development, R&D) a structural constraint, or a capability deficit that deliberate investment can narrow?	Several contributions note this asymmetry without resolving its underlying cause. Whether it reflects an inherent limit on marketing's authority or simply underdeveloped cross-functional capability has direct implications for how firms allocate investment under disruption.
RQ4	***Market shaping***	What capabilities distinguish firms that actively create new markets and consumption norms under disruption from firms that primarily sense and seize opportunities within markets that already exist?	Of the three dynamic marketing capabilities addressed in this issue, shaping remains the least developed both conceptually and empirically. No contribution offers a measure of it, leaving this the most consequential gap for advancing a complete capability-based account of disruption.
RQ5	***Disruptive intent and firm value***	Does the positive interaction between disruptive strategic intent and market-based asset capabilities, reported by Padigar et al. (2026), hold across industries at different stages of maturity and under varying levels of competitive intensity?	The finding is well supported within its own empirical setting, but its boundary conditions are untested. Establishing whether the effect generalizes, attenuates, or reverses across industry contexts would materially strengthen its practical and theoretical reach.
RQ6	***Emerging markets***	Do constraint-based innovation approaches developed in emerging markets, such as frugal innovation and institutional-void	This issue positions emerging markets as a source of theoretical insight rather than a context for testing developed-market

European Journal of Marketing

		navigation, transfer to developed-market firms now facing comparable volatility, or do they depend on conditions specific to their original context?	theory, but the transferability of that insight has not been empirically examined. This is a foundational question for the broader claim to hold.
RQ7	***MNE governance***	What degree and form of headquarters control allows multinational subsidiaries to respond to local institutional pressure without compromising strategic coherence across the organization?	Roh et al. (2026) find that negative effect of MNEs headquarter control over specific functions of subsidiaries and headquarter use of subsidiary control mechanism on the adoption of disruptive innovation. The finding identifies a governance tension but does not specify how much control should be relaxed, or in what form, leaving an open and practically consequential question for MNE strategy.
RQ8	***New-age technology deployment***	What firm-level decision criteria, applied before a technology rollout, would reliably distinguish deployments likely to create value from those likely to be discounted by the market as symbolic?	Bahmani et al. (2026) show that extended reality announcements reduce firm value on average, with the effect reversing only for AR deployments concentrated at the purchase stage and announced more recently. The market appears able to distinguish substantive deployment from symbolic gesture after the fact; firms evidently cannot always do so beforehand.
RQ9	***AI and marketing agility***	Does the positive relationship between AI-based stakeholder engagement and marketing agility reported by N. Tehrani and Roy (2025) hold uniformly across stakeholder types, or is it concentrated in particular relationships such as customers or employees?	Stakeholder engagement is treated as a single construct spanning several distinct relationships. Disaggregating by stakeholder type would clarify which engagement channels are responsible for the agility gains observed, and under what disruption conditions.
RQ10	***Multi-level value creation***	When economic, relational, and societal value-creation objectives come into conflict under disruption, which objective do firms prioritize first, and does that sequencing predict subsequent performance?	This issue argues persuasively that marketing creates value at three levels simultaneously under disruption, but none of the included contributions models how firms manage trade-offs among these levels when they compete for the same resources or attention.

European Journal of Marketing